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28 JUN 1984

MEMORANDUM FOR: Executive Director

FROM:

[REDACTED]

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Director, Consolidated SAFE Project Office, ODP

SUBJECT:

A. D. Little, Inc. SAFE Evaluation Presentation

The results of the recent evaluation of the SAFE Project by A.D. Little, Inc. were presented in a briefing on 15 June 1984 by [REDACTED] The briefing was given to senior CIA and DIA managers. A copy of the presentation is attached for your information.

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Attachment



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1. OBSERVATIONS AND IMPLICATIONS

1.1 USER REACTIONS

- GENERAL SATISFACTION WITH MAIL/TEXT FUNCTION GROUP
 - DIFFICULTY MASTERING ALL CAPABILITIES
 - VARIOUS IDEAS FOR ENHANCEMENTS
- DESIRES FOR NEW SERVICES DIVERSE
 - DIFFERENT WORD PROCESSING, CMS TOOLS
 - MORE INTEREST IN COMMUNICATIONS SCOPE AND INTERFACES THAN FUNCTIONS
- DIA USERS FRUSTRATED WITH "SEEDING" APPROACH
 - NEED FOR ROUTING, SHARING, HELPING
- MANAGERS USING SAFE VERY LITTLE

REVIEW OF PROJECT SAFE

BY ARTHUR D. LITTLE, INC.
15 JUNE, 1984

1. OBSERVATIONS AND IMPLICATIONS

- 1.1 USER REACTIONS
- 1.2 SUL vs. AIM
- 1.3 CONTRACTOR ROLES
- 1.4 RELEASE SCHEDULES
- 1.5 SCHEDULE REALISM
- 1.6 DEGREE OF SOFTWARE UNIQUENESS

2. OVERALL RECOMMENDATIONS

- 2.1 FUTURE SAFE
- 2.2 PROJECT PERFORMANCE VS. ORIGINAL GOALS
- 2.3 ORGANIZATION CHANGES

IMPLICATIONS

- MORE EMPHASIS ON RATE OF TERMINAL INSTALLATION, LESS ON NEW FEATURES*
 - BUT D2, 3, 4 CANNOT BE DELAYED FURTHER. MAYBE D5 CAN.
 - DIA INSTALLATION RATE SHOULD BE ACCELERATED, IF POSSIBLE.
 - TRAINING SHOULD BE MORE MODULAR WITH SELF-TEACHERS AND BUDDY SYSTEM.
- FUTURE PLANS SHOULD BECOME MORE RESPONSIVE TO USAGE THAN TO A PRIORI DESIGNS.

*REPEAT FROM EARLIER REPORT.

1.2 SUL Vs. AIM

- AIM "LANGUAGE" HAS APPROACHED UIRS BK. 1.
- AIM ARCHITECTURE BEING RE-BUILT FOR FLEXIBILITY, THROUGHPUT.
- D2-3 NOW MAJOR EVOLUTIONARY STEP FROM AIM RATHER THAN ALL NEW: BETTER UNDERSTOOD.
- OMISSIONS FROM SUL ARE UNIMPORTANT (AND INTERFACE IS SIMPLER).

IMPLICATIONS

- D2-3 OUGHT TO WORK; SHOULD MEET USER NEEDS WELL; SHOULD BE CONSIDERED FIRST RELEASE OF BASIC OR CORE SAFE.

BUT

- WILL BE FIRST REAL CHALLENGE TO SOFTWARE INTEGRATION, QA AS SUCH, DOCUMENTATION. (ALL OF THESE LOOK OK, BUT ARE NOT PROVED YET.)
- PERFORMANCE LIMITATIONS ARE UNKNOWN (MODELLING HAS NOT BEEN DONE AND SHOULD BE.*

*REPEAT FROM EARLIER REPORT.

1.3 CONTRACTOR ROLES

- QA CONTRACTOR NOW PERFORMING PROJECT MANAGEMENT OK
 - MORE TECHNICAL INVOLVEMENT DESIRABLE
- DEVELOPMENT CONTRACTORS SEEM TO BE OK
 - OUR REVIEW VERY LIMITED, BUT FEELS REASONABLE
- CSPO HAS OVERMANAGED (E.G., DOCUMENTATION STANDARD), BUT
 - BETTER NOW
 - DIA NEEDS SPECIFICITY
 - PROJECT CREDIBILITY REQUIRES COMPLETENESS

IMPLICATIONS

- NO CHANGES IN ROLES OR REPORTING RELATIONSHIPS, EXCEPT
 - QA BECOME MORE TECHNICAL
 - SOMEBODY DO PREDICTIVE PERFORMANCE MODELLING
- CAN ANY CONTRACTOR TAKE OVER CORE SAFE AS A PRODUCT? (WE DOUBT IT.)

1.4 RELEASE SCHEDULES

- SPECS FOR D2-3 NOW CLEAR AND BOUNDED.
- DIA-CRITICAL REQUIREMENTS FOR D4 NOW CLEAR AND BOUNDED, BUT SOME LOOSE ENDS REMAIN (RELATED TO CONTENT AND SEQUENCE OF D5).
- D5 NOT PRECISELY DEFINED, BUT CONSISTS MAINLY OF ENHANCEMENTS TO CORE SAFE.

IMPLICATIONS

- D4 SHOULD BE FIRMED UP INDEPENDENT OF D5, WITH PRIORITY FOR RESOURCES.
- D5 SHOULD BE VIEWED AS HAVING TWO PARTS:
 - AN EVOLUTIONARY ADDITION TO CORE SAFE (A NEW RELEASE).
 - A SET OF CIA-SPECIFIC ADDITIONS AND INTERFACES.
 - THESE CAN BE SCHEDULED INDEPENDENTLY.

1.5 SCHEDULE REALISM

- D2, 3 & 4 TASKS APPEAR FEASIBLE (INCLUDING 204 MODIFICATIONS).
- CONTRACTORS APPEAR TO BE ON SCHEDULE (ON SURFACE).
- SYSTEM TEST ALLOWANCES SEEM CONSERVATIVE.
- IDB IS IN GOOD SHAPE CONCEPTUALLY.
- DoDIIS WILL HAVE A NFE/MVS/204 MODULE.

IMPLICATIONS

- IF RELEASE PRIORITIES ARE FOLLOWED AS RECOMMENDED,
D2, D3, AND D4 OPTION B DATES SHOULD BE MET.
- 10/86 SHUTDOWN OF DIALOS FEASIBLE.
 - NFE/MVS CONTINGENCY PLAN ADVISABLE.

1.6 DEGREE OF SOFTWARE UNIQUENESS

- ABOUT AS NON-STANDARD AS IN FIRST REVIEW
 - AIM, SUL EQUALLY UNIQUE
 - INQUIRE MORE STANDARD, 204 LESS SO

- SAFE CORE WILL NOT BE OVERTAKEN BY COMMERCIAL PRODUCT FOR AT LEAST FIVE YEARS
 - ELECTRONIC MAIL MARKET EVOLVING SLOWLY
 - PC USER STATE MACHINE CONCEIVABLE

IMPLICATIONS

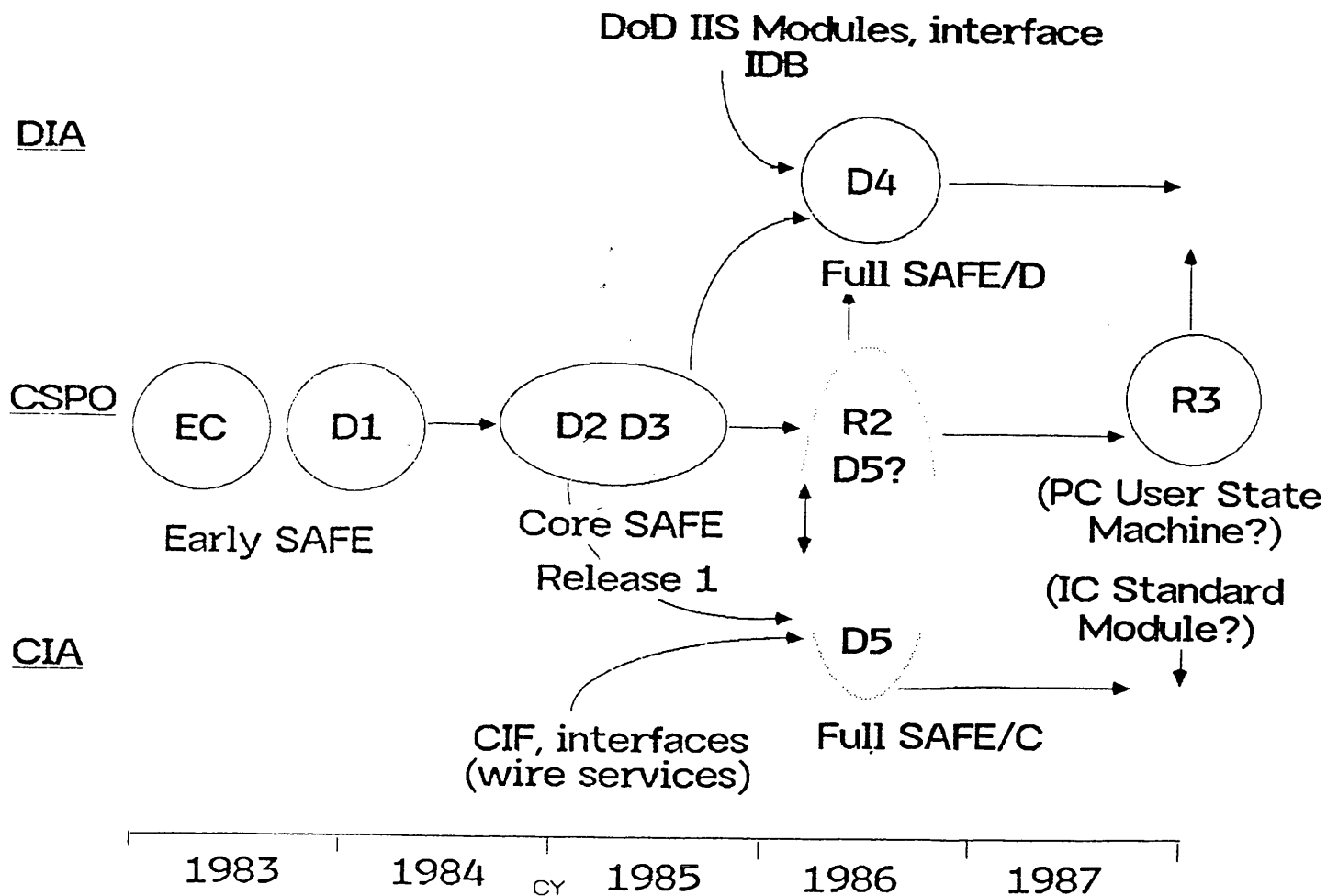
- CIA RESOURCES WILL HAVE TO PROVIDE SUPPORT FOR CORE SAFE FOR AT LEAST FIVE YEARS, UNLESS
 - CONTRACTOR CAN TAKE IT OVER (UNLIKELY), OR
 - DIA DUPLICATES CIA CAPABILITY AND SUPPORT SPLITS (WASTEFUL, UNNECESSARY)
- STANDARDIZE TO IC, DoD SPECS IF MORE APPROPRIATE THAN COMMERCIAL ONES (AS LONG AS EXISTING COMMERCIAL SOFTWARE REMAINS STANDARD). IF THIS HAPPENS, CORE SUPPORT MIGHT BE MOVED.

2.1 FUTURE SAFE

1. FUTURE OF CORE SAFE SHOULD BE IN FORM OF EVOLUTIONARY RELEASE PACKAGES (ANNUALLY?)
 - D2-3 PROGRAM AND USER INTERFACE STANDARDS SHOULD BE DESIGNED TO ACCOMMODATE EVOLUTION
 - "MARKET-ORIENTED" APPROACH DESIRABLE AFTER D4
 - MORE CONTRACTUAL EMPHASIS ON SUPPORT AND EVOLUTION VS. NEW DEVELOPMENTS
 - DEVELOPMENT AND CONFIGURATION CONTROL SHOULD BE STREAMLINED

2. AGENCIES SHOULD TAKE RESPONSIBILITY FOR THEIR ADDITIONS TO CORE SAFE.
 - DIA TAKE RESPONSIBILITY AFTER D4 (EARLIER FOR DODIIS INTEROPERATION). SHOULD BE FEASIBLE, IF CSPO PEOPLE RETURN.
 - CIA TAKE RESPONSIBILITY FOR D5 AFTER D2 (UNLESS D5 IS PART OF CORE SAFE: APPEARS TO BE EXCEPT FOR INTER- FACES).
 - CORE SAFE GROUP RETAIN RESPONSIBILITY FOR CORE.
 - MAY INVOLVE ARCHITECTURE CHANGE TO USE OF PERSONAL COMPUTER FOR USER STATE MACHINE.
 - MAY BECOME IC STANDARD FOR CIRS.
 - MAY PHASE OUT IN FAVOR OF COMMERCIAL PRODUCT.

FUTURE SAFE



2.2 PROJECT PERFORMANCE VS. ORIGINAL GOALS

(REF. PROJECT SAFE REPORT TO CONGRESS 23 SEPT. 1982)

- SAFE WAS TO BE COMPLETE IN FY 1987 FOR \$192 MILLION ADDITIONAL.
- 1. ITS FUNCTIONS WILL BE SOMEWHAT DIFFERENT
 - FEWER FEATURES;
 - MORE INTERFACES.
- 2. IT WILL CONTINUE EVOLVING.
- 3. SUBJECT TO THESE PROVISOS, IT WILL BE "COMPLETE."
- 4. \$192 MILLION SHOULD BE ENOUGH:
 - UNLESS MAJOR UNFORESEEN COMPUTER POWER ADDITIONS NEEDED (SHOULD BE OFFSET BY PRICE DECLINES).

2.3 ORGANIZATION CHANGES

1. NEAR TERM .

- CSPO QA BECOME MOSTLY DIA.
- SYSTEM DEVELOPMENT, SYSTEM ENGINEERING, OPERATIONS SUPPORT ASSIGN AGENCY PERSONNEL BY DELIVERY (D2 & 5 CIA PEOPLE, D3 & 4 DIA PEOPLE).
- D2-D5 TEAM PREPARE TO BECOME SUPPORT GROUP FOR CORE.

2. AFTER D4 DELIVERY (BY END 1986)

- CSPO DISSOLVE. QA & D3-4 TEAM RETURN TO DIA, D2-5 TEAM RETURN TO CIA.
- D2-5 TEAM CONTINUE AS MARKET-ORIENTED CORE SAFE EVOLUTION GROUP WITHIN CIA (AT LEAST INITIALLY).
- SINGLE BOARD REPRESENTS CUSTOMERS, PROVIDES FUNDS.